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2.B Jobs & Education

This chapter sub-section of the Plan addresses State of Wisconsin statutory requirements for the economic development, agricultural resources, utilities and community facilities, and implementation elements of a comprehensive plan.



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Jobs & Education

This section includes:

1. **Jobs & Education Data**

- **Hard Data:** What is the current and future state of jobs and education in the City?
- **Community Input:** What are people saying about jobs and education in the City?
- **City Plans and Policies:** What existing plans and policies impact jobs and education in the City’?

2. **Jobs & Education Themes:** How does the data inform the City’s jobs and education goals?

3. **Jobs & Education Policy Framework:** What are the City’s jobs and education goals and how will they be achieved?

Definitions

- **Industry cluster:** A geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field, allowing for increases in productivity, with which companies can compete, nationally and globally
- **Labor force:** The portion of the population age 16 and over that is employed or available for work, including people who are in the armed forces, employed, unemployed, or actively seeking employment
- **Unemployment rate:** Percent of labor force who are unemployed and are actively seeking paid employment
- **White-collar occupation:** Professional, technical, or service-related employment positions

Jobs & Education Data

Jobs and education data presented includes:

1. **Hard Data:** Maps and inventory of the following:

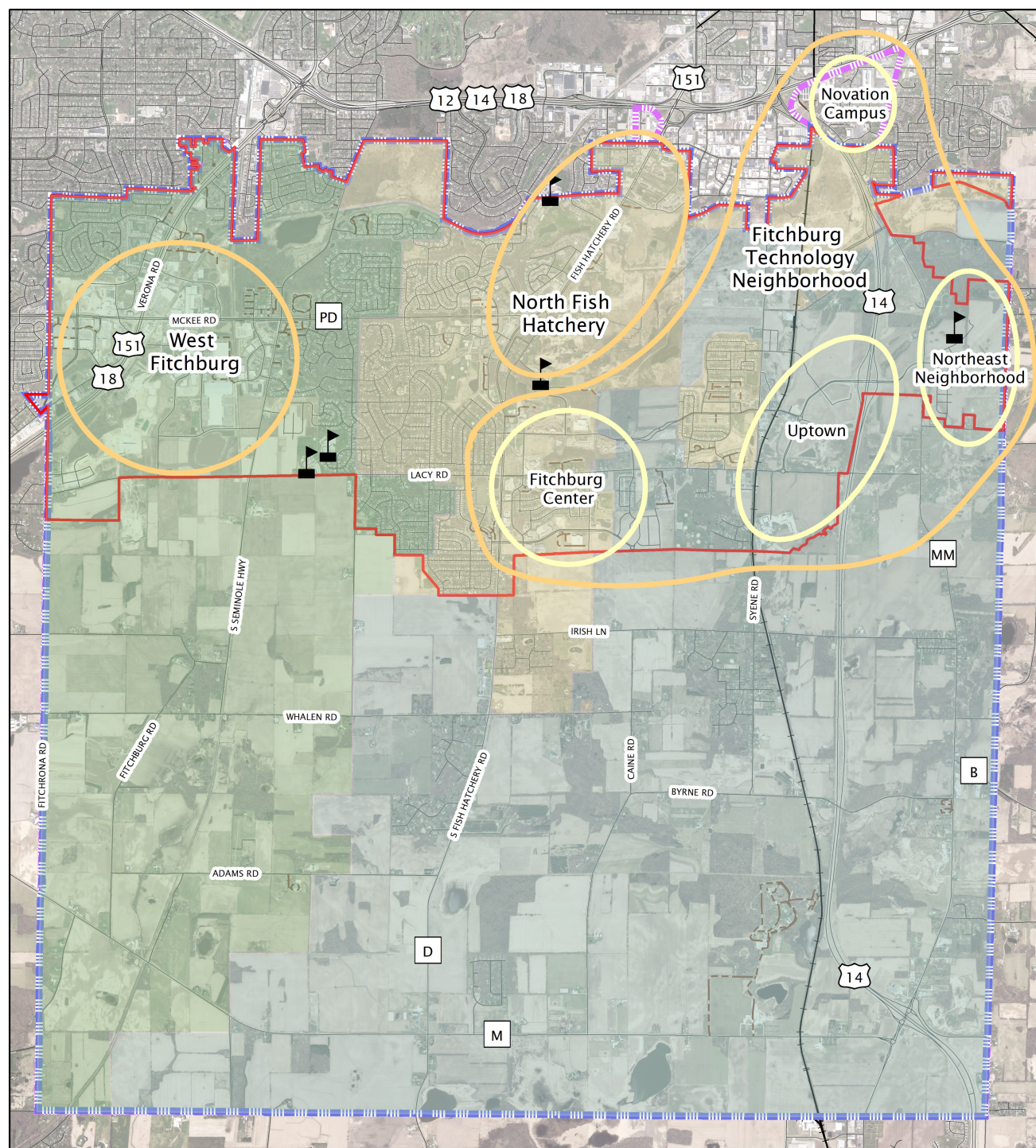
- **Labor Force:** Participants, unemployment rate, occupation and industry sectors, household incomes, and commuting times and locations
- **Employers:** Industry clusters and major employers
- **Partner Organizations and Employment and Commercial Centers/Districts**












2. **Community Input:** Summary of jobs and education input gathered from City residents via a public opinion survey and public meetings, as well as input from various City committees

3. **City Plans and Policies:** Inventory of existing City plans and policies (including ordinances and committees) that impact jobs and education in the City

Hard Data

Map 2.B.1: Jobs and Education



-  Employment and Commercial Centers/Districts
 School Facilities (Public and Private)
Public School District
 Madison Metropolitan
 Oregon
 Verona Area
-  City Boundary
 Town of Madison (Annexed to City by 2022)
 Urban Service Area
 Roads
 Private Roads
 Rail

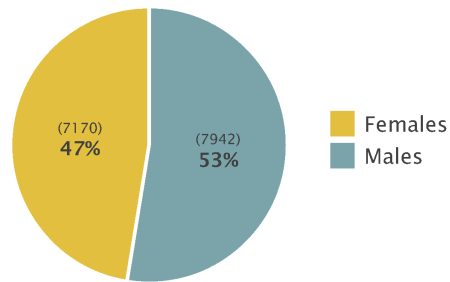
Source: City of Fitchburg, Dane County LIO, WDPI

Labor Force*

Figure 2.B.1: Labor Force

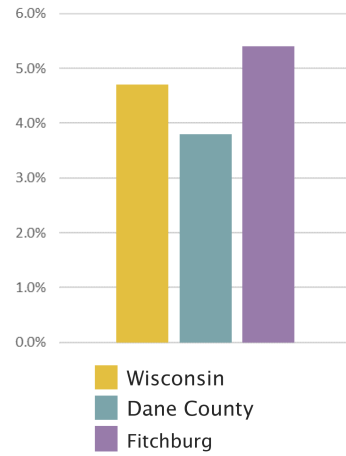
Participants Ages 20-64

15,113 (83.6%)



The labor force is comprised of 53% males and 47% females.

Figure 2.B.2: Unemployment Rate

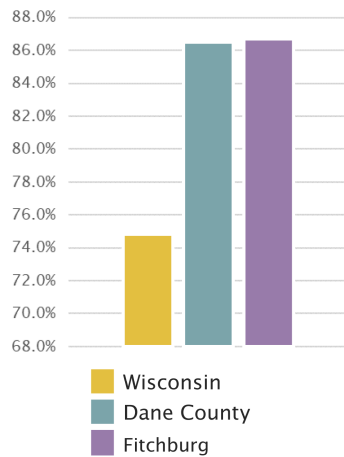


Fitchburg: 5.4%

Dane County: 3.8%

Wisconsin: 4.7%

Figure 2.B.3: White Collar Employment

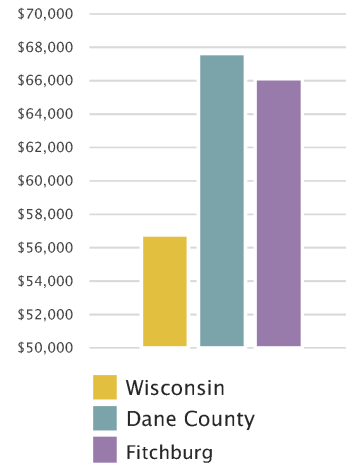


Fitchburg: 86.7%

Dane County: 86.5%

Wisconsin: 74.8%

Figure 2.B.4: Median Household Income



Fitchburg: \$66,110

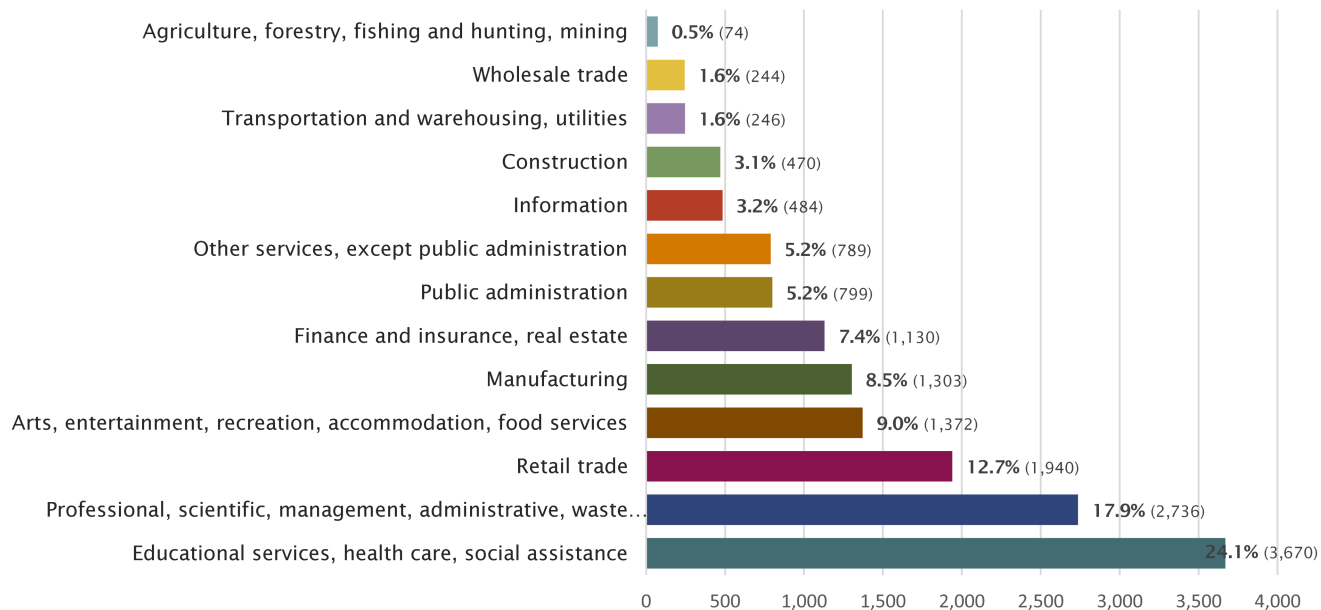
Dane County: \$67,631

Wisconsin: \$56,759

*Source: United States Census ACS — 2017

Labor Force*

Figure 2.B.5: Industry Sectors



*Source: United States Census — 2017

Labor Force*

Figure 2.B.6: Average Daily Commute

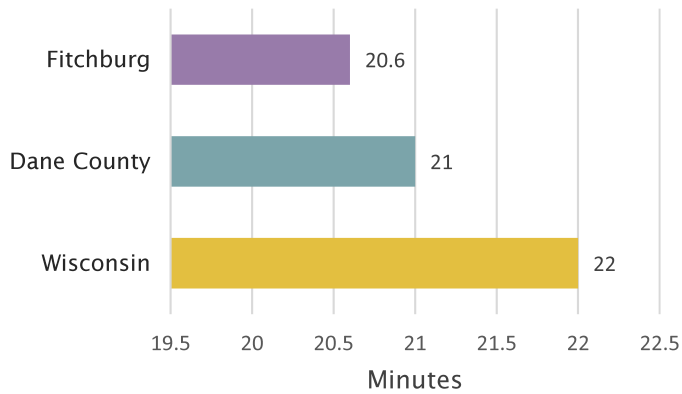


Figure 2.B.7: Commuting Patterns

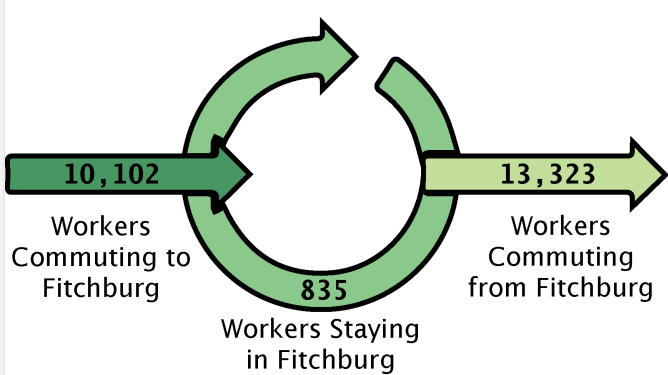
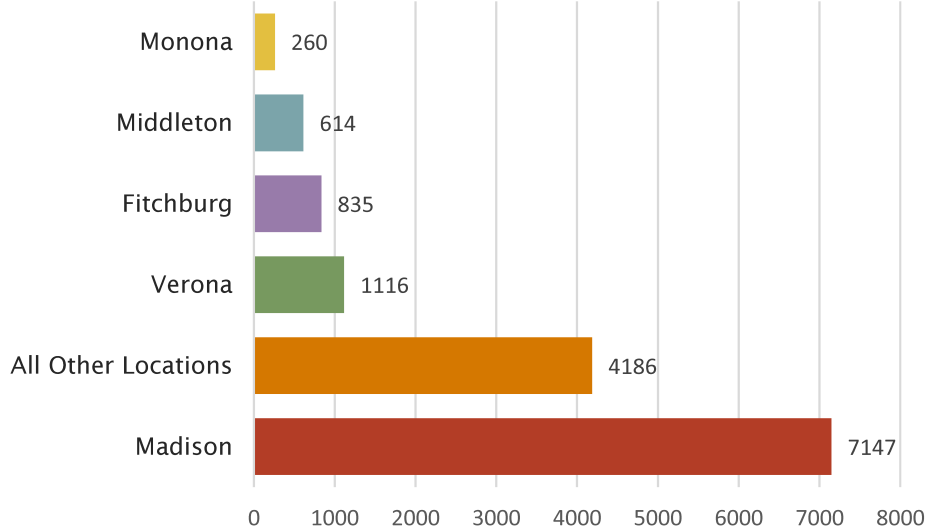


Figure 2.B.8: Commuting Location



- 6% of the City’s labor force works in the City.
- 50% of the City’s labor force works in the City of Madison.

*Source: United States Census— 2017

Major Employers

Employer	# of Employees
Sub-Zero Group Inc.	1,400
Promega Corp.	880
AgHospiceCare Inc.	556
Placon Corporation	480
Super Target	450
Thermo Fisher	430
Hy-Vee, Inc	406
Certco	296
CDW	261
City of Fitchburg	260
Tri-North Builders	250
Oakhill Correctional Facilities	250
General Beverage	230
Wingra Stone Co. / Redi-Mix, Inc.	200

Employment and Commercial Centers/Districts (See Map 2.B.1 for further detail)



Industry Clusters

- Biotechnology
- Information Technology
- Advanced Manufacturing
- Agriculture

Partner Organizations

Various local, regional, and state organizations also partner with the City in supporting job-creation, maintenance, and expansion in the City.

Organization	Area of Influence
Fitchburg Chamber of Commerce, Latino Chamber of Commerce, Madison Black Chamber of Commerce	City
MadREP	8 Counties (Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, and Sauk)
Wisconsin Economic Development Corporation	State

Education

The City is home to three public school districts and four public school facilities.

Two public post-secondary educational institutions are located in the City of Madison, in close proximity to the City. Various trade and technical facilities can be found throughout the community.

Public School District	Facility	Post-Secondary Educational Institutions
Madison Metropolitan	Aldo Leopold Elementary School	University of Wisconsin—Madison
Verona Area	Stoner Prairie Elementary School	Madison College
	Savannah Oaks Middle School	
Oregon	TBD Elementary School	

Figure 2.B.9 Public School Enrollment

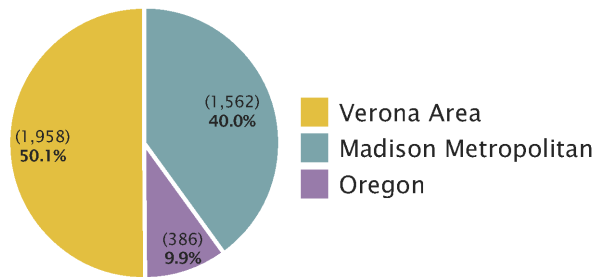
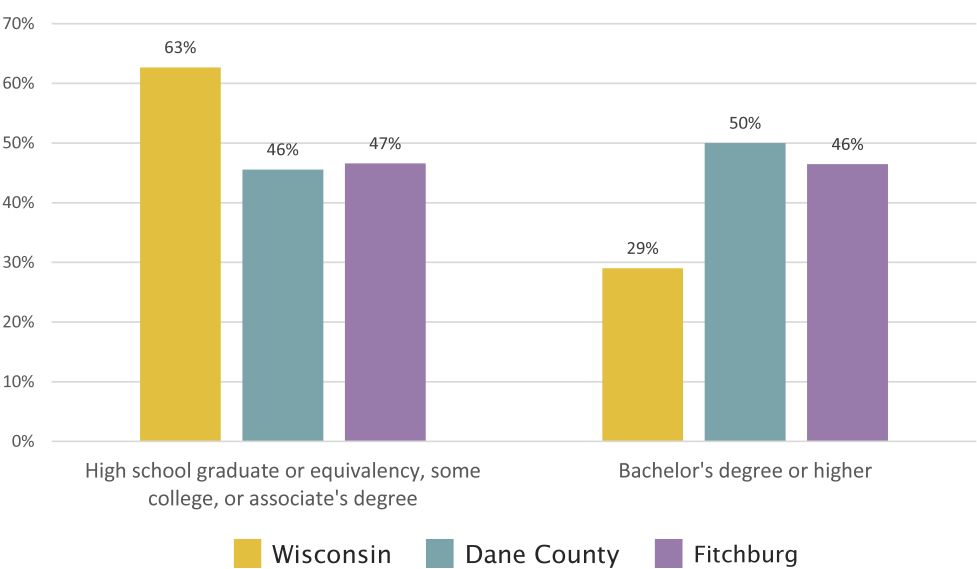


Figure 2.B.10 Education Levels



Community Input

The following summarizes jobs and education input gathered from the community, including City residents and committees, via a public opinion survey and public meetings:

- Lack of City identity and “city center”
- More land planned for industrial uses needed
- Re-investment in northern neighborhoods
- Flexibility desired to accommodate unforeseen economic development opportunities
- More “entertainment” options needed (i.e. restaurants, shopping, etc.)
- Development of agricultural sector/local food system is important
- Quality schools but lack of “unified” school district is a hindrance
- Lack of consensus on desired City growth rate
- Emphasize or encourage due consideration of industrial and commercial land uses in planning for the South Stoner Prairie Neighborhood (CEDA)

City Plan & Policies

The following identifies various existing City plans and policies (including ordinances and committees) that impact jobs and education in the City:

City in Motion (Adopted: 2018)

Healthy Neighborhoods Initiative (Adopted: 2019)

Revolving Loan Fund

Hotel Room Tax

Community and Economic Development Authority

Healthy Neighborhoods Grant Review Committee

Jobs & Education Themes

The following identifies common jobs and education themes as gleaned from analysis of the various data pieces, including hard data, City resident and Committee feedback, and existing City plans and policies.

Healthy Neighborhoods

The City should work towards developing and maintaining “healthy” neighborhoods that consist of quality, diverse housing, adequate gathering/social spaces, and horizontal and vertical land use “mixing” offering live/work/play options with multi-modal access and attractive streetscapes. The City should work with businesses and residents to encourage employment or business development within or serving areas identified in the Healthy Neighborhoods Initiative.

Major Corridors/Gateways

The City should develop or re-develop its major corridors, or gateways, in a manner that recognizes their geographical significance, potential economic value, and “place-making” capacity. These corridors or gateways include McKee Road, McCoy Road, Seminole Highway, Fish Hatchery Road, and Lacy Road.

Districts/Nodes

The City should continue to utilize a strategic, unified approach to develop and market/brand the various districts, or nodes, in the City, as follows:

- North Fish Hatchery
- West Fitchburg
- Fitchburg Technology Neighborhood
 - * Novation Campus
 - * Northeast Neighborhood
 - * Uptown
 - * Fitchburg Center

City Land Acquisition and Site Assembly

The City should explore land acquisition and development partnerships as a means to spur additional re-development and new development in specific, appropriate locations.

Jobs & Education Themes

Business/Workforce Attraction and Retention

The City should continue to utilize various incentives, including Tax Incremental Financing (TIF), to attract and retain businesses/workforce.

Sector Promotion

The City should continue to develop and enhance its identity, and promote its geographical attributes, via marketing and branding of the following four sectors:

- Science and Technology
- Performing Arts and Culture
- Sports and Recreation
- Agriculture
- Service

Technology

The City should continue to ensure that its residents and businesses have access to required technological needs, including the latest iterations of high-speed broadband or wireless technology such as 5G cellular coverage.

Partnerships

The City should work collaboratively with its residents/businesses, other governmental units, and the private sector to maintain existing and develop new job and education opportunities in the City, including partnerships with the City of Madison and other interested parties in the northern portions of the City and the southern portion of the City of Madison.

Communication

The City should continue to actively engage with landowners and private development interests to encourage quality and appropriate development in a timely manner that reflects market demands and trends, and achieves the goals of both parties.

Schools

The City should continue to recognize the limitations of lacking a “unified” school district within the City, and work in other areas to address these limitations, including planning for potential future locations of public or private school facilities in the City, in appropriate locations.

Jobs & Education Policy Framework

The following identifies a policy framework for Growing Fitchburg’s Jobs and Education from 2020 to 2030, including the following:

1. Growth Principles
2. Goals, Objectives, & Policies

Growth Principles



Sustainable



Vibrant



Equitable



Cooperative

Goals, Objectives, & Policies

Goal 1: Encourage economic development opportunities appropriate to the resources, character, and service levels in the City.

Objective 1.1: Encourage the creation of compact mixed-use activity centers as an alternative to suburban style, single use, low-density office and research parks.

Policy 1.1.1: Support development of mixed use centers that contain a strategic mix of uses, taking into account market demand and economic analysis, including residential, retail, office, service and civic, and open space.

Policy 1.1.2: Encourage greater floor area ratios and taller buildings with provision of underground or structured parking.

Policy 1.1.3: Ensure mixed use and employment centers are visible and easily accessible to existing or planned transit routes.

Policy 1.1.4: Focus on providing neighborhood or community commercial activities, including soft goods destination shopping, that meets the needs of City residents and businesses, and recognize that retail anchors that are well-designed and sited in appropriate areas generate customers that strengthen the trade area providing a more economically viable market for the locally-owned shops and restaurants. (Mixed use center retail/services activities shall also relate to the planned retail hierarchy within the City.)

Policy 1.1.5: Avoid strip commercial buildings and encourage clustering of commercial uses in planned centers or other compact commercial areas in order to maximize consumer safety and convenience, improve traffic safety and flow, and enhance economic viability.

Goals, Objectives, & Policies

Policy 1.1.6: Carefully integrate commercial development and mixed use developments with residential areas.

Policy 1.1.7: Identify areas that are most appropriate for mixed-use centers and explore opportunities to incentivize said development in these areas.

Policy 1.1.8: Add live-work zoning options in residential neighborhoods.

Policy 1.1.9: Consider the creation of financial assistance programs or a parking utility to improve the fiscal viability of structured parking within a mixed-use, compact development scenario.

Objective 1.2: Provide for retail and service areas that are adequately sized and appropriately placed within neighborhoods and the City.

Policy 1.2.1: Adequately size, and appropriately time and locate, retail and service developments so as to meet the demands of the targeted service population.

Policy 1.2.2: Promote flexibility in design of retail/service centers to promote re-use.

Policy 1.2.3: Avoid over-establishment of retail centers that weaken existing retail areas and underutilize the land resource. (Market research and demand should be the basis for determining the appropriate square footage of mixed use/retail components of neighborhood plans to ensure that they are economically viable and sustainable.)

Objective 1.3: Recognize the changing needs of the agricultural industry and support agricultural based businesses.

Policy 1.3.1: Support the economic health of agriculture production in the City.

Policy 1.3.2: Support agriculture and agriculture-related, and agriculture-dependent businesses in agricultural areas where there will be minimal impact on surrounding properties.

Policy 1.3.3: Avoid establishment of non-agriculturally related commercial and business development outside the urban service area.

Policy 1.3.4: Identify areas that are most appropriate for agricultural-research, agricultural development, and agricultural technology businesses, to include adjacent agriculture lands if necessary to support said businesses.

Goals, Objectives, & Policies

Policy 1.3.5: Consider the creation of a financial assistance program to assist family farms in expansion, improvements or transitions to future agricultural operations.

Objective 1.4: Grow the City's economy while preserving quality of life and protecting environmental, natural, and cultural resources.

Policy 1.4.1: Evaluate business development in terms of short- and/or long-term economic benefits, environmental impacts, and compatibility with adjacent land uses.

Policy 1.4.2: Require the disclosure of any soil or groundwater contamination on sites before approving development proposals.

Policy 1.4.3: Strive for a jobs/housing balance within the City.

Policy 1.4.4: Promote and encourage sustainable design through the development of guidelines and incentives that meet sustainable design criteria (e.g. LEED's, Green Globes, BREEM, Minnesota Sustainable Design Guidelines or other sustainable practices).

Policy 1.4.5: Require high-quality architectural design for commercial and business projects that provide for a meaningful work-recreation environment and focus on themes that complement the neighborhood and surrounding properties, but avoids monotonous patterns.

Policy 1.4.6: Assist in the development of a reliable power and high technology infrastructure.

Objective 1.5: Foster entrepreneurship, job growth, businesses retention, expansion and recruitment.

Policy 1.5.1: Maintain a database of improved and available commercial and industrial sites and facilitate access to other economic development programs such as the Certified Sites program through the Wisconsin Economic Development Corporation.

Policy 1.5.2: Be responsive and supportive to, and maintain a positive environment for, the City's business and development customers.

Policy 1.5.3: Examine ways to accelerate the development review process while recognizing the purpose and value of open public review.

Goals, Objectives, & Policies

Goal 2: Emphasize business development projects that create solid property tax base, well-paying jobs, and diverse employment opportunities, and are sensitive to the environment.

Objective 2.1: Use business and industrial land and related infrastructure efficiently to achieve strong commercial/industrial/manufacturing property tax base.

Policy 2.1.1: Establish design and density standards for business and industrial sites that foster strong property tax base density, while recognizing the operational needs of those users.

Policy 2.1.2: Develop financial incentives/guidelines that promote goals of efficiency and density for business and industrial zoning.

Policy 2.1.3: Emphasize research/technology and office commercial development, but also recognize the requirements for a diverse local economy and workforce.

Policy 2.1.4: Review commercial/industrial development proposals in an expeditious manner as a means to promote and facilitate economic development.

Policy 2.1.5: Respond to market demand for new commercial/industrial developments through the review and consideration of these developments when they are proposed.

Objective 2.2: Use business and industrial land and related infrastructure efficiently to reduce negative impacts on the environment.

Policy 2.2.1: Locate employment areas where multi-modal transportation is, or will be made available, and encourage businesses to promote alternative means of transportation.

Policy 2.2.2: Encourage the clustering of industrial/manufacturing uses in planned industrial/manufacturing areas, in or adjacent to existing centers of development, so that they are readily accessible from residential areas but are visually and functionally compatible with them.

Policy 2.2.3: Promote “clean” industrial/manufacturing uses. and ensure the City has an adequate supply of land for industrial development.

Goals, Objectives, & Policies

Policy 2.2.4: Encourage business uses to plan for ultimate build-out scenarios at their current sites, so as to avoid relocation with the understanding that greater density and floor area ratios will be realized over time.

Policy 2.2.5: Work with businesses in commercial and industrial areas to promote retention and expansion.

Objective 2.3: Expand and promote business revitalization efforts.

Policy 2.3.1: Support long-term planning for commercial and business areas to identify future needs and potential for revitalization.

Policy 2.3.2: Promote business opportunities that accentuate to the City's attributes, such as recreation trails and the Nine Springs E-Way.

Policy 2.3.3: Develop guidelines and implementation strategies to affect the planning and redevelopment of underdeveloped or infill properties in the current urban service area, emphasizing diversity of land use

Policy 2.3.4: Implement the City's economic development positioning framework as a strategic, action-oriented complement to the Comprehensive Plan.

Policy 2.3.5: Develop architectural design guidelines in appropriate areas such as redevelopment areas or along major corridors.

Objective 2.4: Target business recruitment efforts to fill gaps identified in trade-area market analysis.